

Port of Tacoma

Executive Director Search

Tacoma, WA
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Susan Shey Dvorch, Managing Partner

Shey-Harding Executive Search

Seal Beach, California



Presentation Outline

- Shey-Harding Background
- Specific Relevant Experience
- Up Front Work & Managing Process
- Maintaining Confidentiality
- Managing External Perceptions & Organizational Sensitivities
- Interviews and Selection



Shey-Harding Background

- **Company background**

- Founded in 1990
- Sue Dvonch, Managing Partner, Jeff Dvonch, COO
- Well known in the maritime industry throughout the U.S.

- **Client companies**

- Shipping companies
- Port Authorities
- Terminal Operating/Stevedoring Companies
- Other related businesses



Specific Relevant Experience

Massport

Port of Tacoma

Port of NY/NJ

Port of New Orleans

Port Freeport

Port of Coos Bay

Port of Longview

Port of Hueneme

Port of Stockton

Port of Long Beach

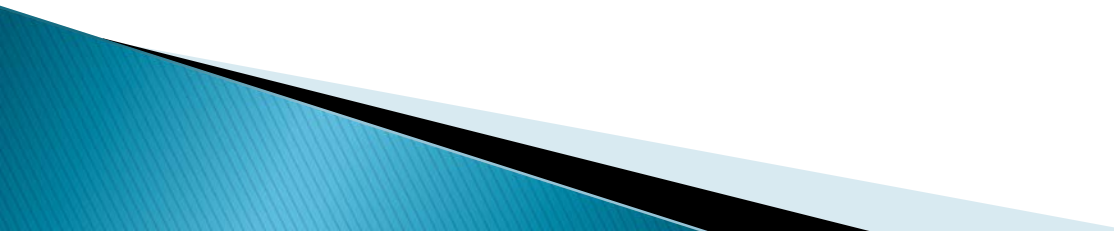
Port of Galveston

Port of New Orleans

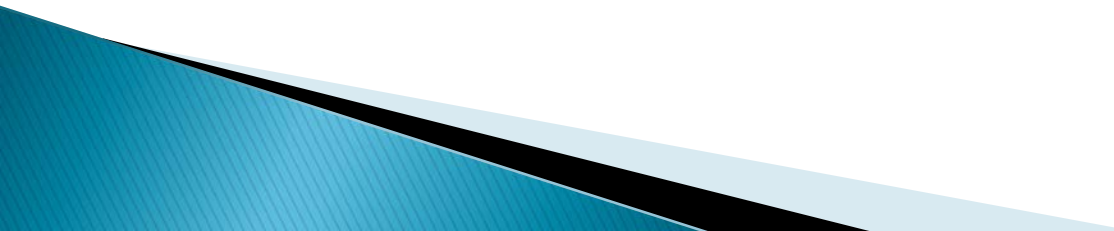
Up Front Work & Managing Process

- ▶ CLEARLY define (*and agree upon*) the most critical background/experience and personal traits needed before job is posted. Job description should be clear, and short list selection should reflect this criteria.
- ▶ Who will be the internal contact person at the Port and who else might be involved in critical decisions? Is there someone to provide admin support?
- ▶ Establish a timeline and stick to it as much as possible. *What are the risks when a search drags on or goes awry?*
- ▶ Set aside interview dates -- first and second round, and do so months ahead!
- ▶ Define up-front the salary target and other elements of comp (relocation, signing bonus, car allowance). Variances could eliminate viable candidates early on.

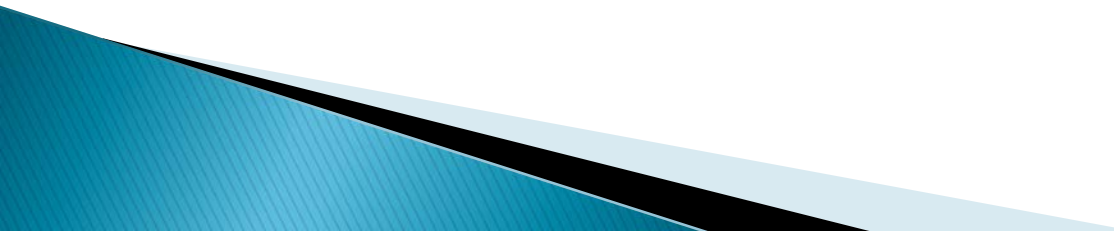
Up Front Work & Managing Process (cont'd.)

- ▶ Managing Logistics (candidate visits/travel/communication)
 - ▶ Adherence to public meeting laws in process and final selection.
 - ▶ Availability of decision makers at the appropriate time.
 - ▶ External factors (political and otherwise).
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Maintaining Confidentiality

- ▶ Ensuring organization respects candidate confidentiality.
 - ▶ Avoiding external or internal disclosures that might jeopardize the candidate pool
 - ▶ Developing trust with candidates so any information shared can be helpful in evaluating credentials/suitability.
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Managing External Perceptions and Organizational Sensitivities

- ▶ Keeping names of the initial list of candidates out of the press.
 - ▶ Current organizational sensitivities or preferences around internal candidates.
 - ▶ Staff and commissioner relationships (biases, personal ties, conflicts of interest)
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Interviews and Selection

- ▶ Active engagement from legal counsel at the beginning of the search and throughout the process.
 - ▶ Consider impressions made in the interviews (group dynamics, interpersonal issues, cell phones, leaving the room)
 - ▶ Consistency in questions and in candidates are evaluated.
 - ▶ Consensus in final selection (back to “up front” work in using agreed upon criteria).
 - ▶ Keeping #2 and #3 prospects “warm”.
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Summary

- ▶ **A WELL RESPECTED FIRM TO HELP MANAGE THE PROCESS:** We can help the Port navigate the process, the people and the industry issues and ensure equity and transparency. We can help anticipate the issues, questions and inevitable land mines.
- ▶ **GETTING THE BACK STORY ON CANDIDATES AND FINDING THE PASSIVE ONES:** Our knowledge of the industry and ability learn about candidates can add significant value to the Port. Because we specialize in the maritime space, most candidates will be known to us. We can also find the candidates who aren't looking and who wouldn't otherwise be aware of this opportunity.
- ▶ **GET EVERYONE ON BOARD!** Our job will be to get the Commissioners engaged early-on and to emphasize the importance of gaining consensus in which “hard” and “soft” qualifications will help lead to the ultimate selection of a candidate.
- ▶ **TRUSTED PARTNER:** Any business is about trust, relationships and partnerships. Our commitment is that we will honestly and accurately “market” the Port of Tacoma to prospective new executives. We have proven in the past that we are a trusted partner and serve as a positive extension of the Port of Tacoma team.

Thank you!

Susan Shey Dvonch, Managing Partner

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Maritime Industry Recruiters Since 1990

